



Secretary Braddock is committed to improving communication with our clients and the public

Dennis Braddock, a former legislator and health care reformer, was

recently appointed Secretary of DSHS. As he takes on what one newspaper termed “the most important job in the state,” he has a clear agenda of what he wants to accomplish. “We need to communicate better with our clients and the public about what we are trying to do at DSHS and make sure the public has a better understanding of our accomplishments,” said Braddock.

“We also need to create what the private sector would term a ‘good business case’ for what we do. We need to let the public know they are getting a very good return on their investment in DSHS.

“And, we need to do a better job of what we’re doing. One of our strengths is the use of the quality improvement process - setting goals, measuring how we’re doing, making corrections, measuring again, and continuing to improve. We need to make sure this quality approach is extended throughout all

eight administrations and down into all the divisions across the state.”

Prior to becoming secretary, Braddock was serving a chief executive officer of Community Health Plan of Washington and Community Health Network of Washington, a network of more than 160 community and migrant health centers and affiliate primary care clinics throughout the state.

When Gov. Gary Locke asked him to serve as head of the sixth largest employer in the state, Braddock welcomed the opportunity “to work with the difficult issues of social policy DSHS addresses.”

While the department is often criticized, Braddock sees many strengths, especially the “excellent managers and committed/dedicated employees.”

He gives credit to former Secretary Lyle Quasim and Deputy Secretary Charley Reed for their efforts to build a strong staff. “They left a staff with good morale, good commitment, and good attitude.”

Another strength the new secretary sees is the use of technology. “Washington has been rated number one in the nation for its effective use of technology. I see technology as a critically important area where we can continue to improve our services to clients.”

In his role as secretary, Braddock plans “to support staff and make sure there is a clarity of

mission, of policies, of goals.”

His focus on communication extends to communicating with staff. He is a frequent user of all-staff memos to quickly reach all employees. He appreciates receiving e-mail as well (‘I may not say more than thank you for writing, but I do read the messages and value their input’). He will continue the monthly Secretary’s Corner column in the NewsConnection. And he plans to make frequent visits to staff in the field. “I plan to get in the field and meet with staff at least every other week.”

There are no plans by Braddock for wide-scale structural/administrative changes within the department. He did note, though, that the world is changing, our work environments are changing, and this will lead to changes in how we do our jobs.

Braddock began his public service career in Pakistan in 1963 where he served in the Peace Corps, followed by four years in the U.S. Army. For eight years he served on the Bellingham City Council, moving up to the state House of Representatives for the next nine years.

He received a bachelor of arts degree in political science from Washington State University and pursued graduate studies in environmental planning and public administration from Western Washington University.

Liz Dunbar named deputy



Liz Begert Dunbar, a 19-year veteran of DSHS, was recently selected by Secretary Dennis Braddock to serve as his deputy secretary.

Braddock said, “It was my intention to find a deputy who understands the operations of DSHS, has the respect of persons both inside and outside the agency, and is willing and able to make systematic changes where and when they are needed. Liz Dunbar fits these requirements. Additionally, she has the calm and confident demeanor necessary to keep us steadily on our goals and priorities as we proceed through these exciting and occasionally turbulent times at DSHS.”

Most recently serving as assistant secretary for Economic Services Administration, Dunbar has held many positions within that administration. In addition to her state responsibilities, she serves as co-chair of the Asian Forum of Pierce County and is a member of the Japanese American Citizens League.

Meeting the challenges of contracting out

By Denise Keegan, Policy & Publications Coordinator

Contracting out for services has increased in state government over 144 percent in the last decade. DSHS now contracts out 69 percent of its \$6 billion budget, and has over 75,000 active personal, client, and interlocal contracts, including medical provider contracts.

How is the department meeting the challenge of increased contracting out? “We’ve had to totally change the way we process contracts in DSHS,” said Jessica Jensen, DSHS Contracts administrator and manager of Central Contract Services. Central Contract Services, within the Management Services Administration’s Administrative Services Division, oversees all department personal, client, and interlocal contracts.

Jensen reports that DSHS has moved from a centralized model where most contracts were signed by her staff to a semi-decentralized

model where key contracting staff in each program administration have authority to process and sign most contracts themselves.

Although centralized functions usually save the department money, contracting is an area where a totally centralized model was costing staff time and delays in getting contracts in place. Jensen said, “We were once known as ‘The Black Hole’ where contracts went in and never came out again! As contracting out increased, my staff couldn’t keep up with the volume.”

Programs wanted faster turnaround for their contracts and more autonomy to do things themselves, but they also wanted training, uniformity, guidance, and technical assistance on contracting.

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Words about our work

Employees, clients, and the public share thoughts on the work we do

Send your thoughts and/or letters from clients to Secretary Dennis Braddock, attention: Letters to The News Connection, P.O. Box (Mailstop) 45010, Olympia WA 98504; via e-mail BraddD@dshs.wa.gov

Dear DSHS,

I want to take this opportunity to thank one of your case management workers. Her name is Gail Story (financial services specialist 3, Kennewick Community Services Office) and without her I wouldn't be as productive as I am today....

I walked into Gail's office (for) just another worker and another review, I thought to myself. Once settling down I realized different. I was told that I had to participate in WorkFirst activities, my time was running out, and I needed to do something. My first thought was no way, I'm a single mom and I'm not leaving my child to go to work. Well,

Correction

In the June edition, Regina Proedrou's job location was incorrect. She is a proud member of the staff at EASTERN State Hospital, not Western. Sorry, Regina, and congrats on your longevity.

Diversity Calendar

Each month *The NewsConnection* features special dates, provided by the Division of Access and Equal Opportunity. If you have a special date you would like included in the next calendar, e-mail Patte King at Kingpl@dshs.wa.gov. Not all dates can be included due to length constraints.

SEPTEMBER

- HISPANIC HERITAGE MONTH
- 4 Labor Day
 - 6 Jane Addams Birthday
 - 8 International Literacy Day
 - 10 Grandparent's Day
 - 16 Mexico: Independence Day
 - 19-25 Deaf Awareness Week
 - 17 US Constitution Day
 - 28 Confucius' Birthday
 - 29 Rosh Hasanah (Begins at sundown)

OCTOBER

- NATIONAL DISABILITY EMPLOYMENT MONTH
- 2 Gandhi's Birthday
 - 8 Yom Kippur (Begins at sundown)
 - 11 National Coming Out Day
 - 17 Black Poetry Day
 - 18 Argentina: Mother's Day
 - 24 United Nation's Day
 - 26 International Red Cross Day
 - 27 International Creole Day
 - 28 Greek National Day
 - 31 Halloween

Gail proceeded to tell me about the WorkFirst program; boy, was I mad. I told her that I had no job experience, no skills and what about my weight, no one was going to hire me. In fact, I was thinking of every excuse I could come up with so she would tell me I had one more time. I'm glad to say it didn't work.

Gail set me up with WorkFirst and one week later I was in a room full of strangers. I was quite mad and a little bit nervous, sitting there feeling sorry for myself when Tony (Gutierrez, Employment Security) walked in. He showed me that I did have employable skills and how to go about finding a job and interviewing. I was in the program for two weeks when I was hired at a local department store.

The help did not end there; in fact it was just beginning. In stepped Gail with congratulations as well as money for clothes and gas and child care. She even helped me get my car fixed! I also received numerous calls

from Gail asking how things were going, and every time I called she either talked to me right then and there, or, if I left messages, she always called me right back.

I had another review two months after starting my job. There was Gail again with her positive attitude telling me how good I was doing and once again she was there to listen. I recently left my job for a better paying job with more hours, and I love my new found freedom! and yes, there is Gail still looking out for me!

I hope everyone is as lucky as I am to have such a caring and supportive case manager. Life is fun and exciting and you can't get there by sitting on your couch!

Gail has been my light at the end of a very long tunnel. I just wanted to say thank you because I wouldn't have made it without all her support and encouragement. She made me feel like there isn't anything I couldn't do if I put my mind to it. Sincerely, Name withheld

Challenges of contracting out

(Continued from page 1)

And that's what Central Contract Services has delivered. By shifting their focus from doing all the contracts themselves, Central Contract Services is now able to provide training, technical assistance, and consulting to administrations on contracting issues and monitoring.

They also provide contract drafting services and really scrutinize the contracts they do sign. The result is more autonomy for programs and improved quality in department contract documents. Jensen believes that the cornerstone of the new model is their collaborative partnership with their customers. "Our customers are tremendous! We seek input on just about everything and work together to resolve issues. We've been fortunate to have 100 percent support from our management, Ken Harden, Phil Wozniak, and



Contract's office staff (from left) include Jackie Bekken, Debra Eisen, Sandra Elliot, Leah Hole-Curry, Marla Cotey, Brian Lindgren, Sandra Daniel, April Boze, Denise Keegan, Christy Hoosier, Drucilla Rowan, Dianna Miller, Travis Sugarman, Jessica Jensen (Contracts administrator and attorney). Not pictured: Jann Coffman, Scott Maricle, Autumn Pearson

Edith Rice," she said.

What's next for Central Contract Services? Currently, Central Contract Services is overseeing the construction of the Agency Contracts Database that will house data on all department contracts. Central Contract Services is also planning an external Web site where potential contractors can get information about contracting with DSHS, download information on active procurements and solicitations, and submit required documentation to DSHS.

Looking for technical help for e-government, check out the e-center

An e-government uses Internet, Intranet, and other technologies to transform relationships with clients, customers, suppliers, service providers and partners. By creating a new focus on customers, an e-government builds bridges between organizations and helps employees do their jobs better.

An e-government is easy to define, but more difficult to create. How will DSHS build an organization that uses the new Web technologies effectively? The DSHS E-Government Strategic Planning Project recommended establishing a "Competency Center." The purpose of the "e-Center" is to provide coordination and support for e-government initiatives across the agency. The concept was approved by the Executive Steering Committee and is beginning to take shape.

The e-Center will be staffed by up to four specialists with knowledge and experience in business process analysis, project management, customer relations, information technology, and group facilitation.

The e-Center will have a variety of responsibilities, including:

- Collecting and sharing "best practice" information.
- Providing a forum for lessons learned.
- Facilitating the E-Government Initiative Management process.
- Coordinating and facilitating the development of Internet and Intranet applications that span administrations or have agency impact.
- Helping administrations obtain necessary knowledge and resources for e-government efforts.
- Providing input and staff support to the Executive Steering Committee.

The e-Center is open for business and welcomes your requests for assistance. Specialists are available to meet with your organization, answer questions, and discuss your own initiatives and support needs.

If you want to know more about e-government in DSHS or other services offered by the e-Center, contact Sue Langen at (360) 664-4476, or Wendy Huff at (360) 902-7617.



Sharing our successes and commitment to reaching beyond the expected to the excellent

Quality IN DSHS

Six teams improve services through the quality approach

This month we share with you the successes of six DSHS quality teams featured in the most recent Blue Book published by the Governor's Office. Using quality principles and approaches, they are making a difference in improving how we deliver services to our clients across the state.

Washington State Training and Registry Systems (STARS)

The Legislature mandated that child care providers receive 20 hours of training within six months of becoming licensed and 10 hours training each year thereafter.

The Office of Child Care Policy (OCCP), working with the Child Care Coordinating Committee, was given the task of developing and implementing a process to ensure that providers know they are required to have training, that the training provided meets standards, that independent trainers from non-accredited institutions are approved, that scholarships are available for low-income providers, and that there is tracking of providers who are trained.



Team Members: (from left) Kathy Hopkins, Marge Johnson, Mary Kay Quinlan, Agda Burchard, and Jim Teeters. (Not pictured: Pat Dickason)



Kathy Hopkins, Judy Serquinia, Lee Williams, Nancy Gerber, and Elaine Larson.

The project resulted in an electronic database and interactive Web site called the Washington State Training and Registry System (STARS). The Web site is accessed directly by child care providers. The registry is now an on-going partnership between the state, the Washington Association for the Education of Young Children, and local statewide community groups.

Results:

- Improved access to information for child care providers through the Internet, saving staff time by 1,640 hours per year.
- Improved tracking of training received by child care providers.
- Increased number of skilled child care providers.
- Strengthened community partnerships.

Team Members: DSHS: Susan Kavanaugh, Gretchen Stahr-Breunig, Lee Williams, Jim Teeters, Martha Standley, Hilda Chang, Marta Hernandez, Mary Kay Quinlan, Pat Dickason, Paul Noski, Jan Starling, Bronwyn Vincent, Charlotte Jahn, Susan Thomas, Tram Hoang, Marge Johnson. Stakeholders: Barbara Giachetti, Maria Vera, Elaine Larson, Judy Serquinia, Stu Jacobson, Gloria Trinidad, Paula Keddie, Jennifer Karshna, Agda Burchard, Deborah Duitch, Janet Frieling, Mary Garguile, Brenetta Ward, Pam Grigsby-Jones, Micaela Guberlet, Kathy Hopkins, Lowest Jefferson, Fern Bettridge, Judy Konopaski, Pat McPherson, Julie Nelson, Diane Nunez, Margie Reeves, Patsy Sullivan, Colleen VanWormer, Sherril Richarz, Julie Visson, Nancy Gerber, Michelle Kuwasaki, and Jean Sloan.

School Notification Process Automation

Legislation passed to increase school safety requires the Juvenile Rehabilitation Administration (JRA) staff to notify school administrators in writing when a JRA client, about to be released from custody, may be attending a school in their district.

To meet the unfunded legislative requirements, the JRA notifies each youth's school district office, and all private schools in the district area. This can range from one to 73 letters for each client. Feedback from several support staff prompted work to improve this process.

Before the improvement, it is estimated support staff would spend an average of approximately 30 minutes for each of the 1,500 releases each year — a huge increase to, and impact on, their workload.

After consultation with stakeholder groups and a pilot of the process, automated school notification was fully implemented so schools have the option of being notified via e-mail. With a push of a button, those schools with e-mail addresses immediately receive notification — the entire process now takes only 15 minutes.

Support staff now spend considerably less time typing notification letters, stuffing envelopes, and mailing these letters, and are able to return to their work priorities.

Results:

- Legislative intent to increase school safety more effectively met through improved communication.
- Fewer hours spent by support staff processing school notifications.
- Cost savings from reduction in postage and materials used by not mailing notifications.
- More effectively meets needs of schools (e.g., faster delivery of notifications, easier for schools to track, thereby strengthening JRA/school relationships.
- Important successful "trial" for further automation of time consuming JRA processes.

Team members: Patrick Schoch (project lead), Dan Cathers, Lee Fairley, Thuy Ha, Rachel Harris, Erik Lindebloom, Lisa Meek, and Debbie Spoonhoward.



Team members: (from left) Lisa Meek, Patrick Schoch, Rachel Harris, Erik Lindeblom, and Lee Fairley. (Not pictured: Dan Cathers, Thuy Ha, and Debbie Spoonhoward)

Substance abuse prevention management system

In the past, state agencies and communities needed a tool to evaluate substance abuse prevention activities at the level of the individual participant. DSHS developed and implemented an evaluation system named Project Everest. Project Everest allows the tracking of significant performance outcomes for teens participating in prevention services. Outcomes include measures of school success, antisocial behaviors, involvement with antisocial friends, and attitude toward community and family.



Team members: (from left) Corki Hirsch, Fritz Wrede, Dario Longhi, Michael Langer, Mary Ann LaFazia, Christine Roberts, Margaret Shaklee

Using quality principles continues to result in better services

(Continued from page 3)

The system components compare prevention services to risk and protective factors in specific communities. These factors correlate with risk of alcohol and substance abuse and include family support, availability of drugs, availability of firearms, and economic characteristics. Communities receiving funding through the Washington State Incentive Grant are using the system to evaluate and plan substance abuse prevention activities. State agencies and community services now have the tool to show the effectiveness of prevention services provided within their community based on information from individual teens.

Results

- Able to track individual teens who have participated in prevention efforts to measure positive outcomes for them within their community.
- Able to report on community effectiveness and to aid in future prevention planning.
- Able to identify prevention strategies that work in different communities from urban to rural.

Team members; Fritz Wrede, Michael Langer, Earl Long, Margaret Shaklee, Mary Ann LaFazia, Corki Hirsch, Dario Longhi, Christine Roberts.

Improving clerical functions in the vocational rehabilitation process

The Division of Vocational Rehabilitation (DVR) helps individuals with disabilities get and keep employment. Service delivery involves a multi-step vocational rehabilitation (VR) process that includes application, eligibility determinations, assessments, plan development, implementation, and follow through. VR teams of counseling and support staff provide individualized services to clients.



Team members: (from left) Sandy Adams, Dorita Clemans, Cindy Beckman, Sherri Mason, Christine Zenhnder, and Sharon Steele. (Not pictured: Patti Bassen and Dianne McKay)

Over several years, the clerical functions in the VR process changed dramatically because of new federal rules, technology advances, staff relocations, and position reductions. These changes created a need for counseling staff to perform more clerical functions and led to service delivery delays.

DVR’s Clerical Quality Improvement Team was formed to improve the clerical functions in the VR process and thereby improve direct service delivery. This team developed products that help each unique VR team clarify roles, identify and diagnose issues, and create action plans for improvement.

Results

- Curriculum developed to help VR teams in 37 field offices better perform clerical functions.
- Clerical Desk Reference created that improves access to relevant procedures and fiscal guidelines.
- Process developed to identify training needs for performing clerical tasks.
- Training and skill development opportunities increased for 30 percent of division staff.
- Customized action plans created at local level to improve delivery of VR.

Team members: Patti Bassen, Cindy Beckman, Dorita Clemans, Sherri Mason, Dianne McKay, Sharon Steele, Christine Zehnder, and Sandy Adams.

Foster care licensing packet printing reduction

The Tacoma Office of Foster Care Licensing uses five separate packets of information for distribution to customers.

These packets are prepared for people who express interest in fostering children, for those who are in the licensing process and those who need to be fingerprinted by the FBI. The other packets are given to foster parents who are due for re-licensing and to people who apply to provide respite care in a licensed home.

Sharing our successes and commitment to reaching beyond the expected to the excellent

For more information on the quality improvement activities occurring throughout the department, contact Lois Felber, internal quality consultant, at (360) 902-7762 or e-mail at felbelc@dshs.wa.gov or Solomon Uwadiale, executive management consultant, at (360) 902-7649 or e-mail uwadism@dshs.wa.gov. Please visit the DSHS Intranet Quality Improvement site at intra.dshs.wa.gov/news.htm for ongoing updates of plans, successes, and accomplishments.

Each month, licensors and other staff spent 50 hours producing the packets using the office copy machine and supplies. The copied materials were of poor quality and difficult to read. The packets were haphazardly produced, with 20 percent of the packets containing missing items or information that was not necessary.

The team produced an electronic version of each packet and worked with the local Department of Printing to produce them more quickly and more cost effectively. The packets are of high quality and present a positive and professional image to customers.

Results

- Reduced packet preparation time from 600 hours to 12 hours per year.
- Reduced paper waste, saving \$1,000 per year.
- Improved quality and clarity of materials.
- Increased professional image of foster parenting.

Team members: Fred Determan, Minnie Allen, Karen Matagi, Matt Cleary, Yolanda Singleton, and Gary Fontaine.



Team members: (from left) Fred Determan, Karen Matagi, Yolanda Singleton, and Gary Fontaine. (Not pictured: Matt Cleary, Minnie Allen)

MAA & JRA Title XIX Federal Revenue Match Team

When the Juvenile Rehabilitation Administration (JRA) released young people back to the community — either into an institution or to their family — the young person’s individual eligibility for Medicaid coverage was often lost between JRA and Medical Assistance Administration’s (MAA) database.

This resulted in a substantial loss of federal matching dollars for medical coverage.

To identify the unmatched youth, JRA worked with MAA/Medical Eligibility Determination Services/Foster Care Medical Unit (MAA/MEDS/FCMU) to research the names of the unmatched youth. The Automated Client Eligibility System (ACES) is used to determine whether the youth is eligible and to correct any discrepancies. MAA/MEDS/FCMU now reports the findings to JRA, and the agency files a revised claim for the Title XIX matching funds.

Results

- Eligible youth have increased from 78 percent of the total youth to 96 percent (January 2000). Therefore, the target of 87 percent has been exceeded.
- The process resulted in an immediate increase of eligible parole youth from 25 to 40 percent (January 2000) of the total parole youth population. With continued work on the Patient Identification Code (PIC) entry method and possible further Client Tracking System (CTS) program revisions, there is potential for the percentage of eligible youth to continue to increase.
- MAA/MEDS/FCMU is able to correct between 50 and 80 percent of the mismatched youth.

Team members: Cyndy Mills, John Pelkey, and Susie Bahr.



Team members: Cyndy Mills and John Pelkey. (Not pictured: Susie Bahr)

Clarification from Eddie Rodriguez, Director of the Office of Access and Equal Opportunity

In the May edition, I shared the story of an innovative effort to serve migrant farmworkers in the Mattawa area through a new satellite office. I stated that farmworkers living in the Mattawa area had previously been served at the nearest DSHS office in Moses Lake, 50 miles away.

A reader wrote to correct me, noting that, in fact, a closer office is the Othello branch office or the Sunnyside office, both of which had served this population for many years. She was offended by the error.

It was not my intention to offend anyone in either the Othello or Sunnyside office, or to diminish the efforts of workers who have long assisted farmworkers living in the Mattawa area. The article sought to praise the efforts of DSHS staff who came together from various parts of the agency to attempt innovative ideas on how farmworkers in the Mattawa area could be served locally, as opposed to traveling anywhere else to receive services.

I apologize for the mistake in the article and wish to express my gratitude for the work you (in the CSOs) do everyday on behalf of farmworkers and their families, as well as the rest of the clients you serve.

Gov. Locke honors five for distinguished leadership

Five DSHS managers were recently recognized by Gov. Gary Locke for their outstanding leadership in providing quality service to the public.

DISTINGUISHED MANAGEMENT LEADERSHIP AWARDS

Liz Begert Dunbar
(Then) Assistant Secretary for Economic Services Administration
(Now) Deputy Secretary



Liz Dunbar was at the helm of Economic Services Administration (ESA) during the era of welfare reform - the single most significant human services policy change in more than 60 years. As a leader with a participatory style and commitment to excellence, Liz modeled a "can do" attitude for the nearly 5,000 ESA employees engaged in a new way of doing business.

The results of Liz's successful leadership are tangible. Last year the federal government awarded Washington's WorkFirst program, designed to help low-income families achieve "a job, a better job, a better life," with a high-performance bonus of \$10.4 million.

Liz is a problem-solver who gathers management information and analyzes data rather than relying on hunches and guesses to find solutions. This approach again paid off for Washington State when ESA succeeded in turning around the Food Stamp Program quality control accuracy rate. Under Liz's leadership, Washington State's accuracy rate went from the worst to the best of all states in less than 10 months.

Stella Vasquez
Regional Administrator
Economic Services Administration



As the south-east Washington regional administrator for the Economic Services Administration, Stella Vasquez's actions speak louder than words. Her hiring practices place a premium on enhancing diversity in the workplace and promoting qualified staff whenever possible. Stella's strong commitment to these goals is exemplified by the region's accomplishments.

Under her guidance, the region launched a rigorous 13-week training academy for financial service specialists — staff who have demanding jobs requiring accuracy, efficiency, and excellent customer services. Hard numbers verify the academy's success. Not only have the number of customer complaints dropped, but office audits also show that all academy graduates have achieved high accuracy rates in their work.

Innovation is a hallmark of Stella's leadership. By relocating staff, reorganizing work units, and using information technology, WorkFirst case managers financial workers, and social workers alike have increased their availability to clients. These changes have resulted in both improved customer service and employee satisfaction.

SUSTAINING LEADERSHIP AWARDS

Dan Peyton
Regional Administrator
Economic Services Administration

As the northwest Washington regional administrator for the Economic Services Administration, Dan solicited help from many, many partners to implement Washington's WorkFirst program. That's the way Dan works. In the communities of northwest Washington and within the seven offices he supervises, Dan is known as a true collaborator.

Dan is a "roll up your sleeves and pitch in" type of administrator who involves staff regularly and early in any planning process. In this way he fosters a positive culture of staff participation. Working together with the community, the staff developed innovative approaches to WorkFirst implementation that enabled the region to not only meet, but exceed statewide performance targets.

In his work with the community, Dan demonstrates a strong commitment to diversity. Under his guidance, the region has established a solid practice of planning with local tribal governments with notable success. The Lummi WorkFirst project and the TANF implementation project at the Tulalip Tribal Center have received national and international recognition among Native American groups.

Marilyn Perry
Regional Administrator
Juvenile Rehabilitation Administration



Marilyn Perry is a groundbreaker. In her 35 years at DSHS, she has a long list of "firsts" by her name. For example, she was the first female to serve as superintendent of Green Hill School, and then she was the first female to serve as a regional administrator in the Juvenile Rehabilitation Administration.

Working in a field in which there is a disproportionate number of minority youth involved, Marilyn has worked tirelessly to hire a diverse staff who can be role models for the youth they supervise. Her success is unparalleled. Under her leadership, 31 percent of the current regional staff are employees of color.

Marilyn has her head on straight and her priorities clear. With a calm and quiet leadership style, she is a strong advocate and mentor for the youth DSHS serves. In this society where some are quick to "throw away" juvenile offenders, she has persevered in a belief that "we are all about kids."

Pat Terry
Acting Director of the Mental Health Division



Dr. Pat Terry is recognized as the consummate advocate for quality mental health services in Washington state. She has tried to retire more than once, but has been called back several times to help resolve difficult situations. Pat retired from Western State Hospital in 1995, receiving praise for maintaining patience, integrity, and humor. In 1996, she accepted an appointment as the CEO for Eastern State Hospital, which was then threatened with decertification. Within seven months the hospital was found in compliance with federal standards. Pat was commended for her "demonstrated commitment to excellence."

In 1998, Pat again resumed the helm at Western State Hospital. The hospital was out of compliance with federal Conditions of Participation. This was resolved within four months under her leadership. In 1999, she accepted the position of acting director of the Mental Health Division. Fostering a climate of collaboration and team building and focusing on maintaining clients in the most appropriate settings, Pat's zeal has been a driving force of success.

Division of Child Support helps parents help their kids

By Rob Huffman,
DCS Community Relations Unit

The Division of Child Support (DCS), part of the DSHS Economic Services Administration, has a clear Mission Statement: To improve the lives of children and benefit families and taxpayers by providing quality Child Support Services in a fair and fiscally responsible manner. We believe children deserve every opportunity to grow up with all they need to make their dreams come true. Toward this end, we dedicate our efforts to ensure that parents provide financial, medical and emotional support to their children.

In order to provide our services to the public, they must be aware of the existence of our agency and how to access the services. This is why the federal government requires every state child support agency to conduct publicity campaigns. In Washington State, DCS engages in a number of activities to achieve this goal. While some are connected to Child Support Awareness Month, held each August, other efforts are ongoing.

DCS has partnered with Alaska, Idaho and Oregon to produce an effective regional campaign at minimal cost. Over the last two years, you may have seen and heard promotional spots on television and radio, as well as billboards and posters featuring Seattle Seahawks quarterback Jon Kitna and defensive end Michael Sinclair. As part of the Seahawks "Big Men, Big Hearts" program, these two players and their children donated their time and images to support responsible fatherhood.

This year, DCS initiated a similar project. In partnership with the same states, we have started to produce materials featuring members of the Seattle Mariners baseball team. In late June, we filmed pitcher Paul Abbott and his children, with center fielder Mike Cameron and family filmed in early July. Again, both players donated their time to this effort. Although we do not have a projected release date as of this writing, we are hoping to have at least some final products ready during this year's Child Support

Awareness Month.

For the third consecutive year, DCS will have an informational booth at the Seattle Center for KOMO KidsFair. This large children-oriented community festival is held each August and provides DCS an opportunity to reach many thousands of potential clients needing our assistance. Although it is a very hectic day for staffers, the reward is seeing the smiling faces of the children receiving our helium-filled balloons - and providing helpful information to custodial parents who may have no where else to turn.

If you come into contact with any adult custodian of a minor child who is not receiving the appropriate support from the child's parent(s), please tell them about our free services. We can help with the establishment and enforcement of child support orders. More information is available from our Web site at <http://www.wa.gov/dshs/dcs> or by calling 1-800-457-6202.